

1999

# Building An Internet Recruiting Strategy For A Big Five Professional Services Firm

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**BUILDING AN INTERNET RECRUITING STRATEGY FOR  
A BIG FIVE PROFESSIONAL SERVICES FIRM**

**BY**

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**Submitted in partial fulfillment of the requirements  
for the Master of Arts in Corporate and Public Communications  
Seton Hall University**

**1999**

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## Chapter I

### INTRODUCTION

A professional services firm's ability to grow and remain competitive in today's changing environment depends more upon its "intellectual capital" than on any other resource. Record low unemployment, declining average employee tenure and changing demographics make it more difficult than ever to find and retain high-quality employees. Firms are spending more effort and money chasing fewer qualified candidates at the very time they can least afford to leave positions open. In the face of these challenges, effective recruiting has become a critical business initiative.

Firm partners are looking to the internal recruiting organization to find innovative ways to expand the firm's intellectual capital while streamlining the hiring process. Their ability to accomplish both of these objectives determines the contribution to the bottom line. In order to reach a larger pool of qualified talent in diverse communities, recruiters must look beyond standard recruiting methods and examine new options based on emerging technologies.

Cascio (1998) states that, because of changing demographics and record low unemployment levels, finding qualified employees is a difficult endeavor. For years, recruiters have sought employees using a limited number of basic and unconnected tools. Newspapers, trade publications, job fairs, agencies, and search firms have helped put companies in touch with candidates actively seeking new positions. Today, such standard techniques are no longer adequate to meet the needs of talent-hungry companies. Perhaps adequate in past economies, these methods are proving too slow, expensive, and lacking in the ability to deliver high-quality candidates (p. 170).



Companies cannot afford to rely on mediocre recruiting tools if they want to compete effectively for experienced candidates. When faced with an open position, recruiters are responsible for finding skilled candidates quickly. Unfilled positions cost the company money as productivity decreases and specialized skills are lost. The recruiter's focus has turned to speed. The company that can effectively speed its hiring cycle and put an offer on the table the fastest will have the edge in hiring the best candidates.

As the need for skilled hires increases, the most desirable candidates are those experienced professionals who are already employed in valued job functions, but who may be lured away from their current positions. Amongst fierce competition for the best employees, standard recruiting tools are limited in their ability to reach and attract this qualified audience of passive job seekers.

This study will explore the methods that the Big Five professional services firms depend on to quickly locate and hire quality employees at lower costs. This study will also review the integrated recruiting methodologies that effectively address today's tough recruiting challenges.

#### Research Question

What are the Internet recruiting strategies of the Big Five professional services firms? This study explores that question by looking at the recruiting methodologies, specifically electronic recruiting, of the Big Five professional services firms: Andersen Worldwide (includes Arthur Andersen and Andersen Consulting), Deloitte and Touche, Ernst and Young, KPMG, and PricewaterhouseCoopers. The author answers this

question by reviewing the literature to develop an overview of Internet recruiting methodologies used today by the Big Five firms.

### **Need for the Study**

Big Five professional services firms face a number of challenges with recruiting. As the National Account Manager for KPMG's Recruitment Media, the author is charged with developing short- and long-term print and electronic media campaigns. There are several potential problems related to electronic recruiting methodologies that were not part of doing business in the past. These include how Equal Employment Opportunity (EEO) requirements are met, what general issues are faced, and integrating preemployment testing into the Web.

### **Objectives**

In conducting a study that looks at the recruiting processes and methods of each of the Big Five professional services firms, the author has identified several objectives. The primary objective is to determine how each firm is recruiting experienced professionals on the Internet. The purpose is to look for similarities and best practices. In addition, the author has attempted to create a reference or framework for best practices in recruiting for professional services firms.

### **Definition of Terms**

1. **Affirmative action.** In the United States, government programs to overcome the effects of past societal discrimination by allocating jobs and resources to members of specific groups, such as minorities and women. The policy was implemented by federal agencies enforcing the Civil Rights Act of 1964 as well as executive orders, which provided that government contractors and educational institutions receiving federal

funds develop such programs. The Equal Employment Opportunities Act (1972) set up a commission to enforce such plans. (Infoplease.com, on-line)

2. Big Five. This term refers to the top five professional services firms (Andersen Worldwide, Deloitte and Touche, Ernst and Young, KPMG, and PricewaterhouseCoopers).

3. EEO. An acronym for equal employment opportunity.

4. Generation issues. Any issues that are based on generation.

5. Headhunter. This term refers to a recruiter of personnel especially at the executive level (Merriam Webster, 1999, on-line)

6. Hits. An action on a website, such as when a user views a page or downloads a file.

### Limitations

Because of the rapid growth of the Internet and electronic methods of recruiting, this study only includes material and data developed from 1996 through April 1999. Only national recruiting initiatives are discussed, not local or regional efforts.

## Chapter II

### REVIEW OF THE LITERATURE

#### Introduction

As companies are looking for ways to compete in the recruiting wars, the Internet is emerging as the strategic weapon of choice. Traditionally, companies have relied on tactics such as newspaper advertising, college campus visits, and executive search firms to recruit new employees. However, by offering access to a vast and diverse population, as well as instant communication, the Internet has become the most important electronic recruiting tool for both job seekers and employers (Greengard, 1998, p. 73).

According to the Internet Society (1999), the Internet was originally created in 1957 (see Table 1).

Table 1

#### Internet History Highlights

1957	The Internet is made up of thousands of computer networks that are connected to each other and are using the communication method called TCP/IP. During the Cold War, on October 4, 1957 the Soviet Union (now Russia) quietly launched its first spacecraft satellite (called Sputnik) into orbit. This launch challenged the United States Department of Defense to put a high priority on research and projects in science and technology. The Department of Defense created an agency called ARPA (Advanced Research Projects Agency).
1961	The United States Air Force commissioned the Rand Corporation to proceed with a research project of protection and transfer of vital information for a counterattack in a nuclear war.

(table continues)

1962	Paul Baran of the Rand Corporation was working on a project to protect and transfer vital defense information in case of a nuclear attack. He created a concept of dividing information into blocks or packets and mark the origin and destination and sending them individually from one computer to another until it hits its final destination. In the case of a nuclear attack, packets of information will continue transmitting between computers.
1968	The ARPANET project was handed over to BBN Planet (GTE). BBN received its first Honeywell mini-computer (Honeywell 516) containing only 12 kilobytes of ram.
1971	ARPANET was connecting 23 mini-computers in universities and institutes, and was using the network control protocol (NCP) to transfer data.
1973	Vint Cerf and Bob Kahn start a project Transmission-control Protocol on developing (TCP). ARPANET went international connecting to England and Norway.
1974	Bob Kahn and Vint Cerf address the term "Internet" for the first time on their notes regarding Transmission Control Protocol.
1979	Usenet was created by Steve Bellovin, Tom Truscott and Jim Ellis using UUCP.
1981	National Science Foundation created a separate Internet network called CSNET for institutions that don't have access to ARPANET, it was wired on 56 kbps speed. Later Vinton Cerf proposed a plan to establish a connection between ARPANET and CSNET.
1983	On January 1983 TCP/IP became standard communication method on ARPANET and it replaced network control protocol (NCP) an organization created to oversee web research the development of the Internet it was called Internet Activities Board (IAB). Domain Name System (DNS) was created by University of Wisconsin. There was about 500 host connected to ARPANET.
1984	The ARPANET was divided into two separate networks of MILNET and ARPANET. MILNET was used for military purposes and ARPANET was used for research and educational purpose, there was about 1000 host connected to ARPANET.
1985	The National Science Foundation start funding several universities and institutions with supercomputer centers to make them available for research in universities around the country many universities did link to the NSF network and not only used them for research and education but also for e-mail file transfer and newsgroup.
1986 - 1988	The National Science Foundation continued its effort at making its own networks (NSFNET) available to more educational institution and have a faster connection. It also hired Merit Networks to help them speed up their network.
1989	World wide web was invented by Tim Berners-lee in CERN Laboratory.

(table continues)

1990	Department of Defense decided to obsolete the ARPANET, which was wired at 50kbs. ARPANET was replaced by NSFNET (National Science Foundation's Network).
1991	The first line browser (called www) was used on the CERN network.
1992	WWW browser was available for download via FTP by CERN. This was the big start for world wide web.
1993	National Science Foundation created InterNic, which consists of three organizations: <ol style="list-style-type: none"> <li>1. AT&amp;T to handle database services</li> <li>2. Network Solutions, Inc. to handle host and domain name registration and IP assignment</li> <li>3. General Atomics to handle information services</li> </ol> Network Solutions began registration services for .com, .net, .org and .gov. National Science Foundation start turning away from Internet backbone business instead they designed a series of Network Access points called NAPS) and invite private telecommunication company to interconnect at a series of single points.
1994	Internet grows significantly specially since it was open for commercial use. National Science Foundation announced four major network access points (NAPS) <ol style="list-style-type: none"> <li>1. San Francisco by Pac Bell</li> <li>2. Chicago by Ameritech</li> <li>3. New York by Sprint</li> <li>4. Washington DC by Metropolitan Fiber Systems</li> </ol>
1995	National Science Foundation's network halted all the access to its network instead the four private companies that was assigned by NSF took charge of the Internet backbone.
1996	Few more private commercial companies such as AT&T, MCI, Sprint, UUNET and etc. telecommunication companies at Internet service providers connected to each other and to backbone expanding Internet dramatically.
1997	One-millionth domain name registered with InterNic. (on-line)

Today, over 70.1 million people are connected to the Internet, which equates to over 1/3 of the overall US population and 1/2 of all computer users. The number of adult users has increased 36% in the last year (Survey.Net, 1998, on-line).

The Internet has achieved the fastest user growth of all media vehicles. Internet usage has exploded since the early 1990s. In 1994, the Internet served fewer than 10 million users. By the end of 1998, the Internet reached more than 91 million English-

speaking users and is expected to reach 160 million by the year 2000 (Survey.Net, 1998). It is estimated that business spending on Internet recruiting will grow from a \$48 million industry in 1997 to \$460 million in 2002. By 2001, 96% of all companies will use the Internet for recruitment needs (Resumix, 1998).

The Internet today is a rapidly diversifying community, and the larger it gets, the more it will mirror the general population in gender, ethnic, education, and age attributes. For example, in the fall of 1995 the Internet community was 63% male and 37% female. At the end of 1998, these numbers changed dramatically, to 46% male and 54% female. While the Internet is still used predominantly by whites, usage by other ethnic groups is increasing. The average age of Internet users is in the mid- to late-20s, and the majority of users have completed a college or advanced degree (Survey.Net, 1998).

Moving toward an electronic recruiting strategy does not mean discarding traditional recruiting vehicles such as print ads, career fairs, and employee referral programs. One of the advantages of electronic recruiting is its ability to combine with, and improve upon, traditional methods. Electronic recruiting principles can improve traditional media by making them more electronic and by integrating them with other processes.

On-line recruiting has not yet automated the employee recruitment process but has provided yet another method of connecting applicants and mining resumes. Career websites have not been able to solve the problem of restructuring the recruiting process to make it less expensive but more efficient. However, the emergence of innovative computer software, better databases and smart agent computer programs are making on-line recruitment an efficient strategy for finding candidates (Greengard, 1998).

The Internet, in its current form, evolved from four major influences: print media, on-line services, multimedia, and the historic Internet. In each, the basic equation was that value and time were proportional; the user's perception of value translated directly into time spent with the product or service (Sumner, 1999).

### Background

A review of the literature reveals that business is at a watershed moment in recruitment advertising. Companies need a strategy broad enough to handle not only the active job seeker, but also to accommodate advertising efforts directed toward the passive job seeker. An innovative new media strategy enabling a company to flag key technology words or phrases on selected search engines and direct viewers to a career website is a powerful example of the potential of this new frontier. It is expected that on-line advertising campaigns will generate significantly more traffic to a company's site (Greengard, 1998).

Building an on-line recruitment strategy consists of assessing and modeling the best method to recruit on the Internet. A website must guide users to act in a way that brings qualified applicants to the company. A site is needed that will provide a facility to apply for jobs advertised on multiple career/industry sites. New pages to address advertising campaigns must be built in a timely manner, in coordination with an advertising campaign.

In the author's experience, a company should have several goals for its quality on-line recruitment and staffing strategy: (a) To position the company as the employer of choice in its new media recruitment materials; (b) to give every business unit within the



company a recruitment presence on the web; (c) to build a website that will support on-line advertising efforts; (d) to standardize on-line application processes for the company, (e) to develop a database of the company's open positions; (f) to link as appropriate to the company's other websites; and (g) to comply with all visual standards for the company.

### **Traditional Recruiting Methods**

The author knows from professional experience that today's recruitment and staffing strategies should encompass both traditional and electronic methods.

#### **Collateral**

A "Recruitment Kit" should be available for recruiters to facilitate discussions with candidates and ensure that a consistent message is delivered to all potential recruits. The kit can contain the company's annual report and an overview of the group/organization with the open positions, as well as an insert that talks about such human resources services as performance management, career development, benefits, and diversity initiatives. Adding product, service, or location-specific materials can customize it. Mandating the use of a recruitment kit ensures consistency in the look and feel of information representing the company as well as the delivery of one consistent message.

#### **Print Advertising**

Newspaper advertisements are overwhelmingly popular and typically generate a large applicant flow, although the quality of applicants is not always the best

(nonetheless, it only takes one good applicant to fill a position). If a company is running more than one ad in a certain publication, ads should be combined to maximize the impact of recruitment advertising. Trade publications are also a popular and targeted vehicle for recruitment advertising.

### Referrals by Current Employees

The continued use of an employee referral program is an important recruitment tool. Employee referrals can be an excellent source of external candidates. Employees tend to know others in the same field, either through professional associations or by having worked with them at previous companies. To encourage referrals, many companies pay bonuses to employees who refer candidates who are eventually hired. Referral bonuses typically range from \$100 to \$1,500, with the higher bonuses being paid for employees hired into positions that are difficult to fill. With a \$3,500 to \$4,500 average cost per hire, this is a bargain. Employee referral programs work best when employees are enthusiastic about their work and their employer. For example, 30 percent of KPMG's 1997 hires came through their Employee Referral Program. It is also important to continuously market the program and perhaps offer additional incentives. For example, the employee who submits the most referrals in a certain time period will receive a restaurant certificate for a "Dinner for Two" (KPMG, 1997).

### Internal Jobs Posting

An internal company-wide jobs posting program is extremely important and contributes to the employees' feeling that they are being treated fairly and equitably. It should be a means of communicating job opportunities and facilitating moves within the

company, and should include a review of the business, the skills necessary to be successful, and "Daily Life;" a candid look at the role of different levels of employees (KPMG, 1998).

### Job Fairs

Job fairs can be very effective. A job fair is an event sponsored by a job fair company whom charges a fee to participating employers. The job fair company will typically advertise in local media to attract qualified applicants. Silicon Valley, California has a very popular Westech Career Fair targeting technical positions. It is held approximately every other month, and attracts up to 250 employers and thousands of applicants. Hiring managers can meet multiple candidates and conduct on-the-spot interviews. Because the applicants may be interviewing with multiple employers, it is imperative to respond quickly with invitations for in-office interviews of qualified candidates. If a job fair results in just one hire it is usually cost effective (Monster.com, 1998).

### Electronic Recruiting Methods

To distinguish themselves among other recruiters, visionary companies are using proactive outreach to build individual relationships with passive job hunters. This is where the web comes in as an exciting, successful, and integral part of recruitment strategy. According to Electronic Recruiting News (1998), 36% percent of American adults surf the Internet. These adults are potential candidates. Five percent of recruiting firms have already joined the Internet, and the number is growing by 12% per month. There are many advantages to on-line recruiting, including access to a larger

pool of talent, decreased costs for advertising, permanence of ads (24 hours a day), decreased turnaround time, and small companies' ability to compete on an equal footing with larger companies.

In 1997, 1.2 million resumes were processed electronically in the United States. The process of hiring a candidate costs a company between \$30,000 and \$90,000. The cost to a company of a failed hire is \$200,000 to \$300,000 (Slywotzky, 1999, p. 105).

According to Crispin and Mehler (1999), the process of recruiting has changed dramatically over the last few years. Web pages, electronic resume scanning, E-mail, and other innovations have changed the way to look for candidates. The employment process will continue to change and rely more on technology due to the growth of "easy to use" technology, cheaper PCs for home, and the increasing willingness of candidates and recruiters to use them. The globalization of firms and worldwide worker shortages means recruiters must now search the globe for candidates. The growth of "remote" and at-home work will make: (a) looking for jobs less tied to firms located within a commuting distance from home; (b) the continuing shift away from physical labor toward knowledge workers who are more willing to search for a job on the web; and (c) the decline in newspaper subscriptions and their want ads as recruiting tools (Crispin, 1999).

Additional contributing factors to the change in the recruitment paradigm is the low unemployment rate and the expectation of long-term employment with a single firm in

becoming the expectation. As a result, there will be a dramatic increase in the number of times that a person will be in job search mode and more work for recruiters.

### On-line Recruiters' Tools

Successful on-line recruiters search through resumes posted on the Internet. Automated programs on the Internet can map and scan huge quantities of data in search of real candidates (gainfully employed professionals making solid contributions in their current positions). With millions of resumes floating around the web chased by tens of thousands of recruiters, speed has become a critical issue. Automated programs can also find resumes as they hit the web and deliver preplanned messages from recruiting professionals.

### On-line Job Postings

On-line job postings are classified ads placed on career websites (for example, Monster.com or Career Mosaic). Today, the Internet has an estimated 30 million on-line job postings (Sumner, 1998).

### Electronic Resumes

Sending and receiving resumes through e-mail is an added advantage to Internet recruiting. Some companies have a job application available on their website. Potential candidates complete the application on the computer and then send it directly to the company via e-mail. Typically, the companies will also do imaging and scanning of the resume or application. The information is then compiled in a database created by a program's artificial intelligence and accessible by recruiters.

## Search Engines

According to Crispin and Mehler (1999), there are three basic types of Internet search engines: active, passive, and meta. Active search engines (for example, [www.hotbot.com](http://www.hotbot.com)) allow keyword searches of the large amount of information on the Internet. They are computerized retrieval methods (also called crawlers, robots, wanderers, or spiders) to find Internet websites. Once a website is found, the keywords in the site are indexed and stored in a searchable database. When a search term is entered into an active search engine, the computer looks for matches to those terms in its database of websites that have been found by the "spiders" and then organized by keyword. The spiders are constantly finding new websites but not every website that exists has been indexed in any one search engine.

Passive search engines (for example, [www.yahoo.com](http://www.yahoo.com)) contain websites that have been submitted to the company that made the search engine. The employees at the companies evaluate the site and choose the most appropriate subject category in which to list that site for easy retrieval.

Meta search engines (for example, [www.metacrawler.com](http://www.metacrawler.com)) use the indexes of other search engines to find matches to your search terms (Crispin and Mehler, 1999, pp. 55-57).

## Push Technology, Also Called Agent Services

A job searcher visits a corporate website and enters his or her e-mail address, job qualifications, and preferences, by checking boxes and/or typing in key words. Then, on an on-going basis, new job listings are electronically compared to the results

and if a match is found, the job searcher is notified automatically via e-mail (the information is "pushed" out over the web). A job description is provided either in the e-mail or through a direct link). Better services will make company profile information easily accessible, as well as instructions on how to apply for a given position.

A large part of the value of agent services to employers comes from the reach (hundreds of thousands of job seekers); cost effectiveness (about 1/10 the cost of print advertising); the lack of geographic limitations; very detailed information; and most importantly, quality of audience. With an agent service, employers primarily reach people who already have good jobs (Crispin and Mehler, pp. 52-53).

### Career Websites

To help recruiters identify the best candidates, companies should purchase national contracts with the top career websites (e.g., Monster.com, Hot Jobs). These contracts should enable recruiters to go directly into these sites and actively retrieve resumes posted by job seekers as well as the ability to post a predetermined number of jobs directly to the website. Many national career websites offer bulk discounts and extras such as on-line corporate profiles that will help drive people to the company's website. Appendix A is a sample list of career websites currently on the Internet.

### Resume Drivers

Recruiters increase on-line exposure by securing a high-visibility spot on one of the national career websites to advertise open positions. More than two million job seekers a month will see a company's opportunities (Monster.com).

### A Dedicated Jobs Website

According to the website of the number one recruitment advertising agency, Bernard Hodes Advertising (1998), many recruiters and managers recognize how critical a web presence is. The creation of a dedicated jobs website with a database of open positions becomes a core component of any comprehensive recruitment strategy. The database should be searchable by many criteria, such as geographic location, job title, and salary. The website should be registered with as many search engines as possible (such as Yahoo, Excite, and Webcrawler) to drive traffic to the site as well as linked to top trade or other relevant organizations' websites.

KPMG established a career website in 1997 at [www.KPMGcareers.com](http://www.KPMGcareers.com) to remain competitive, to present KPMG as a proponent of leading-edge technology, to reach increasingly savvy prospects, and to enhance KPMG's image as a world-class professional services firm. As KPMG faced formidable competition for talented professionals, a dynamic and comprehensive Internet site that allows job seekers to search open positions by keyword became critical. To make it even easier to find, links were created to this website from various pages within the KPMG U.S. website ([www.us.kpmg.com](http://www.us.kpmg.com)). KPMG is even able to track from where the hits originate. So when people visit the KPMG website, company names or Internet service providers can be captured and the information reviewed to determine who is visiting the website. In March 1999, KPMG's careers website had over 60,000 hits.



### Keyword Banner Advertising

A banner ad sends job seeker traffic directly to your job postings. A company can purchase several "search words" on various Internet search engines (e.g., Yahoo, Lycos). Every time a search is conducted on one of the words purchased, the company's banner will pop up. If a user clicks on that banner, information on career opportunities at the company are viewed. This vehicle can be expensive but if focused research is conducted before making purchasing decisions, this can significantly increase traffic to the jobs database. By securing the rights to carefully selected words, phrases, products, and services, a company can dominate the major search engine sites with banners pointing directly to the company's website. To make the most efficient use of this innovative strategy and to realize the greatest value against expenditures, it is critical that all banners link to a comprehensive career opportunities website enabling interested viewers to review specific job descriptions.

### Virtual Job Fairs

Companies can drive more job seekers to its job postings by participating in a high-profile on-line event. An innovative partnership of the New York Times and JOBTRAK provides a twenty-first century solution for matching cyber-savvy people with potential employers. Through a virtual job fair, employers will accept resumes from applicants via the Internet over a 2-week period. Combining the advantages of recruitment advertising in print with the capabilities of technology, this new service gives an employer an opportunity to showcase their jobs and organizations, thereby increasing their ability on a national level. Job seekers are able to view a print recruitment ad and

then continue to the JOBTRAK Internet address to gain additional information about the position and the organization.

### **Legal Requirements**

To meet Affirmative Action/EEO requirements, every job opening at a company that has federal contracts must be posted with the state's employment agency. This is very difficult and costly, especially for large employers with a large number of job openings. A cost-effective, legal alternative is to post job openings on America's Job Bank, which is an Internet job website sponsored by the U.S. Labor Department and funded by each state's unemployment insurance program. It contains over 500,000 job openings and receives approximately six million Internet hits per month (Cascio, 1998, p. 185).

Developing a strategy that uses all of the traditional and electronic recruiting methods listed is important. But the key to successful on-line recruiting is to keep abreast of the changing tools, opportunities, and requirements. Companies should enthusiastically embrace the power and potential of Internet recruiting.

## **Chapter III**

### **DESIGN OF THE STUDY**

#### **Population and Sample**

Through this study, the author analyzed how experienced professionals are recruited. Data were collected via a search of print and Internet.

The Big Five professional services firms were selected as a representative sample. The Big Five firms are: Andersen Worldwide (comprised of Arthur Andersen and Andersen Consulting), Deloitte and Touche, Ernst and Young, KPMG, and PriceWaterhouseCoopers.

The author selected this population to be able to expand current knowledge and experience as National Account Manager for Recruitment Media at KPMG. A study of competitive print and Internet recruitment advertising of all of the Big Five professional services firms would also be beneficial knowledge for KPMG.

#### **Survey/Literature Review**

The author considered a survey of the Big Five firms to compile data on recruitment advertising strategies but reasonably considered that being an employee at one of the firms in the sample population would prevent honest responses from the competition. Therefore, the author decided to perform a review of the literature.

#### **Data Collection**

In collecting these data, it was critical that the author obtain the most recent information available because of the significant changes in the Internet over the last few years and also the history of organizational changes in the professional services industry.

Collection of data was broken down into three sections: General background information; Print recruitment advertising; and Internet recruitment advertising.

The author spent a significant amount of time surfing the Internet for information on recruiting, advertising, and the history of the Internet. A review of several Internet recruiting articles, as referenced throughout this thesis, was also conducted. A discussion was conducted with Bernard Hodes Advertising, a top recruitment ad agency (one that handles several Big Five firms), about recruitment advertising in general.

Burrelle's clipping service was engaged to clip recruitment print ads placed by the Big Five firms in major market newspapers as well as top industry publications.

The names of each of the Big Five (Andersen Worldwide, Deloitte and Touche, Ernst and Young, KPMG, and PriceWaterhouseCoopers) were entered on [www.dogpile.com](http://www.dogpile.com) (an Internet search engine that searches other search engines) to determine which career websites the firms were using for advertising.

All of these data were compiled and analyzed. It was the author's intent to develop a comprehensive comparison of the Big Five firm's recruitment advertising strategies.

## Chapter IV

### ANALYSIS OF THE DATA

Based on the literature research and professional experience, the author had some expectations as to what these data would reveal. Among these was the assumption that all of the Big Five professional services firms are fairly equal in their representation in print and on the Internet. This was found to not be true.

The author reviewed the recruitment advertising habits, both print and Internet, of all of the Big Five professional services firms. For the purpose of this study, references to Andersen Worldwide refers to Arthur Andersen and Andersen Consulting.

Burrelle's clipping service was engaged to clip recruitment print ads placed by each of the Big Five in major market newspapers as well as top industry publications:

Table 2 compares the number of recruitment print ads placed by each of the Big Five firms for fiscal year 1999 to present (July, 1998 through March, 1999). The results show that, during this period, Ernst and Young advertised in the most newspapers and industry publications. KPMG and Andersen Worldwide tied for second, with PriceWaterhouseCoopers third and Deloitte and Touche ranked fifth. This is a good sample of print recruitment advertising for the year because the author knows from experience that, traditionally, recruitment print advertising slows down from April through June every year.

Table 2

Recruitment Print Ad Activity for Fiscal Year 1999 to Present

	Andersen WW	Deloitte & Touche	Ernst & Young	KPMG	Price- Waterhouse- Coopers
March	47	41	47	46	31
February	53	53	64	49	45
January	84	62	80	96	58
December	29	31	63	32	34
November	50	39	108	69	72
October	72	41	84	64	59
September	110	34	101	104	59
August	88	36	137	76	41
July	54	34	82	37	36
Total # ads placed	587	371	766	573	435

Appendix B is a list of major market newspapers and top industry publications that contained recruitment print ads placed by each of the Big Five from July, 1998 through March, 1999. Appendices C through G show a sample display ad from each firm.

Table 3 shows the accessibility of employment information on the firms' websites. The author found the results interesting. Of all the Big Five, only KPMG has a separate career website with its own URL. All of the websites have a careers or employment option on the home page. All have the ability to search for a specific position but only KPMG has that capability on the home page; users must go to at least a second page of the site on the others. PriceWaterhouseCoopers and Andersen Worldwide have their own job databases, while the other three use Career Mosaic as the database. Andersen Worldwide and Deloitte and Touche have not registered their employment

information with any major search engines, so if a search is entered on the company's name, the subject of employment does not come up, as it does with Ernst and Young, KPMG, and PriceWaterhouseCoopers.

The author has found one of KPMG's most effective tools to be an on-line response form, which is available to potential candidates so they can send their resume to KPMG. All of the Big Five use this tool, but it is interesting that Andersen Worldwide requires that candidates be prescreened, then give out IDs and passwords to access the firm's on-line response form.

Table 3

Comparison of Big Five Firms' Websites

	Andersen WW	Deloitte & Touche	Ernst & Young	KPMG	Price-Waterhouse-Coopers
URL	www.arthurandersen.com	www.us.deloitte.com	www.ey.com	www.kpmgcareers.com	www.pwcglobal.com
Is Careers/Employment a choice on the home page?	Yes	Yes	Yes	Yes	Yes
Is experienced hire and campus recruiting part of the same website?	No	Yes	Yes	No	Yes
Can job opportunities be searched for off of this website?	Yes, off of the second page	Yes, off of the second page	Yes	Yes, off of the main page	Yes, off of the second page
Are the global and US websites part of the same site?	No	No	No	No	Yes
Does the firm have their own database of jobs?	Yes	No, uses Career Mosaic	No, uses Career Mosaic	No, uses Career Mosaic	Yes
If a search for this firm is conducted on a search engine, does Employment come up as a choice?	No	No	Yes, but the link does not work	Yes	Yes
Is an on-line application or response form available?	Yes, but only with an ID/password provided by the firm	Yes	Yes	Yes	Yes, but cannot find the form

The author determined the top four career websites (see Table 4) based on the traffic to each website (Media Metrix, 1999, on-line).

Table 4

Top Career Websites

Site	Visitors in Feb. 99
Monster.com	2,322,000
Careerpath	1,019,000
Career Mosaic	882,000
Hot Jobs	810,000
Headhunter.net	636,000
America's Job Bank	547,000
Jobsearch.org	355,000
NationJob	304,000
CareerBuilder	275,000
Jobtrak	208,000

Then the author compared the electronic recruiting methods of the Big Five by reviewing those websites. Table 5 shows how the Big Five make use of four top career websites (Monster.com, Careerpath.com, Career Mosaic, and Hot Jobs). Andersen posts the highest number of jobs on these websites, having 968 postings when the author reviewed the websites in early February 1999. KPMG, then PricewaterhouseCoopers come in second and third, with Ernst and Young close behind. Deloitte and Touche are not advertising very much on the Internet, with only 84 jobs posted.



Table 5

Comparison of Big Five Firms' Internet Postings

April 15, 1999 US Firms only	Andersen WW	Deloitte & Touche	Ernst & Young	KPMG	Price- Waterhouse- Coopers
Career Mosaic # of postings Co. profile?* Comments?	479 (Cons. only) Yes (Cons. only)	93 Yes	502 Yes Interesting web site	506 No Has a link to the careers website	378 Yes
Monster.com # of postings Co. profile?** Comments?	887 Yes (Cons. only)	374 (Cons. only) Yes (Cons. only) Interesting search results layout	328 Yes	282 No Direct to search capabilities	383 Yes
Hot Jobs # of postings Co. profile?*** Comments?	115 Yes (3)	0 No	69 Yes (2)	50 Yes (Cons. only)	33 Yes
Careerpath.com # of postings Co. profile?*** Comments?	0 No	0 No	0 No	0 No	0 Yes
Total # of postings	1,481	467	899	835	794

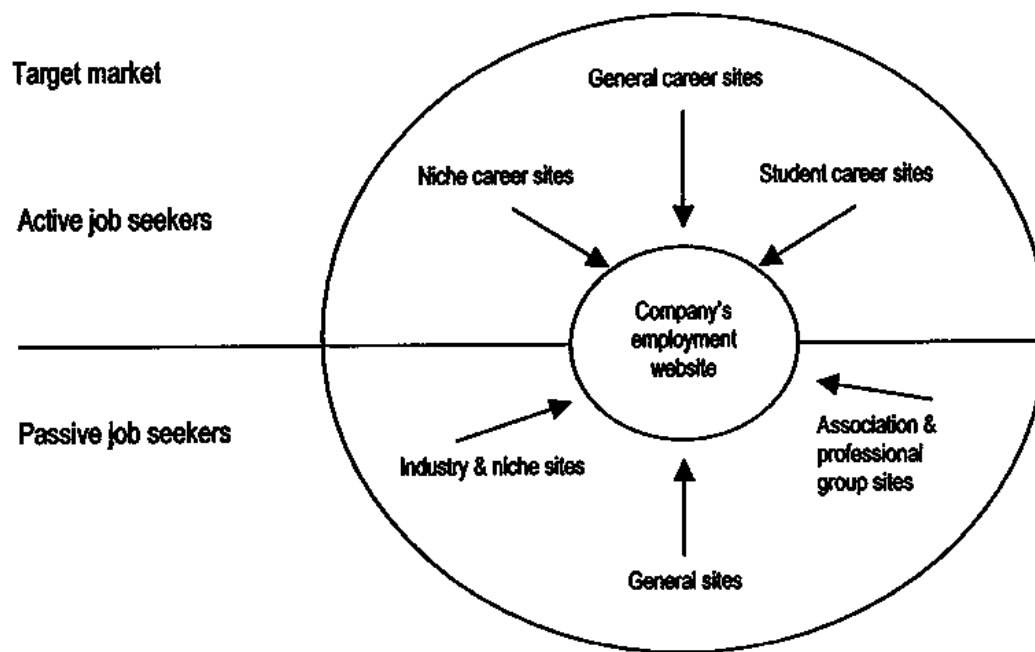
\* Profiles come up after searching but before postings on Career Mosaic. \*\* Profiles are listed under the "Research Companies" option on Monster.com. \*\*\* Profiles are listed under the "Profiles" option on Hot Jobs and on Careerpath.com.

## Chapter V

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

Research in the previous section shows that Ernst and Young advertises the most in print, but Andersen advertises the most on the Internet. This is surprising because PricewaterhouseCoopers has the largest number of employees as well as the greatest need for candidates (based on number of clients and revenues). Deloitte and Touche falls far behind in both print and Internet recruitment advertising.

The essence of a recruiting strategy is the development of sources of candidates and potential candidates (see Figure 1). Like any network or supply development process, the critical elements are relationship stability and something that resembles brand recognition. Credibility translates directly into supply reliability. Consistency is often more important than quality.



**Figure 1.** Recommendations for development of an Internet recruitment advertising strategy

Several questions should be considered when building an Internet recruiting strategy, including: How many people (and at what rate) is the company trying to hire over the next 5 years, what are the requirements for experience and credentials, what are the major sources of recruits (universities, professional associations, regions, companies), what is the intensity of the competition for recruits, what is the company's budget, and when are the recruits needed (all at once, seasonal) (Electronic Recruiting News, 1998)?

Exclusive use of Internet recruiting may present EEO ramifications with regard to the limited access (persons without Internet capabilities) and diversity issues (the Internet is most commonly used by young, white males). Although not challenged by the EEOC yet, recruiting on the Internet may prove to have an adverse impact on minorities and

protected classes such as job applicants over 40. Third party services (such as Minorities' Job Bank) are beginning to offset these concerns by offering a diverse recruiting source (Electronic Recruiting News, 1998). More research could be done on EEO and other issues mentioned above to determine how they affect recruiting.

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## Appendices

## Appendix A

Sample of Career Websites

Website	Name
accountingjobs.com	Accounting & Finance Jobs
accountingnet.com	AccountingNet
aicpa.org	American Institute of CPA's
ajb.dni.us	America's Job Bank
americasemployers.com	America's Employers
atb.org	America's Talent Bank
bestjobsusa.com	Best Jobs U.S.A.
career.com	Career.Com
careerbuilder.com	CareerBuilder.com
careercity.com	CareerCity
careerexchange.com	CareerExchange
careerlinkusa.com	CareerLink USA
careermag.com	CareerMagazine
careermosaic.com	CareerMosaic
careers.wsj.com	Wall Street Journal on-line
careershop.com	Career Shop
careersite.com	CareerSite.com
classifieds2000.com	Classifieds 2000
dice.com	Data Processing Independent Consultants' Exchange
employnet-inc.com	Employnet
EngineeringJobs.com	Engineering Jobs
financialjobnet.com	JobNet
globalvillager.com/villager/csc.html	Global Village
headhunter.NET	HeadHunter.NET
hotjobs.com	Hot Jobs
icweb.com	Internet Career Connection
internetmedia.com	EmployMAIL
jobcenter.com	JobCenter Employment Services
joblynx.com	Guaranteed Job Search Success
joboptions.com	Job Options
jobsingovernment.com	Jobs in Government
jobtrack.com	JOBTRAK
medhunters.com	medhunters
monster.com	Monster
nationjob.com	NationJob
nationjob.com	NationJob Network
net-temps.com	Net-Temps
netware.com	NETSHARE Online
thejobmarket.com	The JobMarket
tjobs.com	Telecommuting Jobs
townonline.com/working	Town Online Working
umn.edu/apn	Academic Position Network
usresume.com	US Resume
VJF.com	Westech Virtual Job Fair
world.hire.com	World.hire ONLINE
www.electronicaccountant.com	Accounting Today



## Appendix B

**Major Market Newspapers and Top Industry Publications That Contained Recruitment Print Ads Placed From July, 1998 Through March, 1999**

Publication	AW	DT	E&Y	KPMG	PWC
Advocate			X		X
Akron Beacon Journal			X		
American Banker				X	
American Way		X	X	X	
Ann Arbor News		X			
Arizona Republic	X	X	X	X	
Arkansas Democrat-Gazette				X	
Asian American Press	X				
Atlanta Journal-Constitution	X	X	X	X	X
Austin American-Statesman	X	X	X	X	
Best's Review		X			
Birmingham News	X		X	X	
Black Enterprise		X	X		
Blade			X		
Boston Globe	X	X	X	X	X
Boston Herald	X				
Buffalo News			X		X
Charlotte Observer	X	X	X	X	X
Chicago Tribune	X	X	X	X	X
Cincinnati Enquirer	X	X	X	X	
Cincinnati Post		X			
Columbus Dispatch	X	X	X	X	X
Commercial Appeal		X	X	X	
Computerworld	X	X	X	X	X
Concord Monitor					X
Connecticut Post	X	X			
Courier-Journal			X	X	
Daily News					X
Dallas Morning News	X	X	X	X	X
Democrat & Chronicle		X		X	X
Denver Post	X		X	X	
Denver Rocky Mountain News	X				
Detroit News & Free Press	X	X	X	X	X
Economist					X
Florida Times Union				X	X
Fortune	X	X	X	X	X
Fort Worth Star-Telegram		X			
Grand Rapids Press	X		X		
Greenville News		X		X	
Greenwich Time	X	X	X	X	X

## Appendix B (continued)

**Major Market Newspapers and Top Industry Publications That Contained Recruitment Print Ads Placed From July, 1998 Through March, 1999**

Hartford Courant	X	X	X	X	X
Honolulu Advertiser				X	
Houston Chronicle	X	X	X	X	X
Indianapolis Star	X	X	X	X	
Information Week	X	X	X	X	X
Journal of Accountancy		X	X		
Kansas City Star	X		X		X
Knoxville News-Sentinel	X	X		X	
Los Angeles Times	X	X	X	X	X
Miami Herald	X		X	X	X
Milwaukee Journal Sentinel	X	X	X	X	
Minneapolis Spokesman	X				
Morning Call		X		X	
New Haven Register		X		X	X
New York Mills Herald			X		
New York Times	X	X	X	X	X
News & Observer	X		X	X	X
News & Record	X		X	X	X
North Jersey Herald & News			X	X	
Orange County Business Journal		X		X	
Orlando Sentinel	X			X	X
Palm Beach Post	X				
Philadelphia Daily News	X				X
Philadelphia Inquirer	X	X	X	X	X
Pittsburgh Post-Gazette	X	X	X	X	
Plain Dealer	X	X	X	X	X
Post-Standard					X
Providence Journal			X	X	X
Richmond Times-Dispatch			X	X	X
San Antonio Express-News			X		
San Diego Business Journal		X			
San Francisco Chronicle	X	X	X	X	X
San Francisco Examiner	X	X	X	X	X
San Jose Mercury News		X	X	X	X
St. Louis Post-Dispatch	X		X	X	X
St. Paul Pioneer Press			X		
St. Paul Recorder	X				
St. Petersburg Times	X			X	X
Star Tribune	X	X	X	X	X
Sun	X	X	X	X	
Sunday Advocate	X	X	X	X	X

## Appendix B (continued)

**Major Market Newspapers and Top Industry Publications That Contained Recruitment Print Ads Placed From July, 1998 Through March, 1999**

Sunday Denver Post	X	X	X	X	X
Sunday News Journal	X			X	X
Sunday Oklahoman				X	
Sunday Oregonian				X	X
Sunday Patriot-News	X		X	X	X
Sunday Record			X		
Sunday Star-Ledger	X	X	X	X	X
Sunday Times			X		
Sunday World-Herald	X		X	X	
Sun-Sentinel	X			X	
Syracuse Herald-American			X	X	X
Tampa Tribune & Times	X		X	X	X
Tax Advisor				X	
Tennessean	X	X	X	X	
Times	X	X	X	X	X
Times & Post Intelligencer				X	
Times-Picayune			X	X	X
Times Union				X	X
Tulsa World					X
Virginian-Pilot	X			X	X
Wall Street Journal	X	X	X	X	X
Washington Post	X	X	X	X	X

## Appendix C

Sample Andersen Worldwide Display Ad

275488



## Can you be ingenious on a regular basis?

You've always had that rare talent. The ability to analyze any problem and come up with a brilliant solution. With us, you can make a profound impact on our future by helping us manage our global use of technology.

Andersen Consulting, a leading global management and technology consulting organization, delivers solutions that unlock an organization's potential for success by aligning strategy with people, process and technology. Right now we are looking for people with a strong technical fluency and creativity to help build technological foundations—an approach that transforms visionary ideas into successful, working realities. It's an environment where you'll have the opportunity to deepen your current skills, acquire new ones and take on leadership responsibilities.

### Andersen Consulting Career Invitational Wednesday, June 23

Opportunities are available in our New York City and Florham Park, New Jersey offices for individuals with at least two years' experience, a Bachelor's degree and strong communication and customer service skills. Current openings are available in the following areas:

- Telecom Analyst (99A-NYT027)
- Network Administrator (99A-NYT027)
- Lotus Notes Developer (99A-NYT028)
- Network Infrastructure Analyst (99A-NYT028)
- Team Lead Supervisor (99A-NYT028)
- End User Support Analyst (99A-NYT028)

The first step toward our Career Invitational is to reserve your place. Simply forward your resume and salary history in advance. Qualified candidates will be contacted with full Career Invitational details.

#### Bring your technology talents to us.

For immediate consideration, please forward your resume and salary history, referencing the corresponding code. Via the Internet at: [www.ac.com/careers/jobs](http://www.ac.com/careers/jobs). Via mail: Andersen Consulting, Americas Recruiting Center, Attn: 99A-NYT\_\_\_, P.O. Box 7305, Chicago, IL 60680-7305. Via fax: 1-800-762-5796, Attn: 99A-NYT\_\_\_. No phone calls, please. Visit our Web site at [www.ac.com](http://www.ac.com). Andersen Consulting is an Equal Opportunity Employer. ©1998 Andersen Consulting.

NYTimes 5/23/99

**AC** Andersen  
Consulting

## Appendix D

Sample Deloitte & Touche Display Ad

NEW YORK TIMES

NEW YORK, NY

SUNDAY 1,746,700

MAY 23 1999

I HONOR THE COMMITMENT TO EXCELLENCE THAT DELLOITTE &amp; TOUCHE HAS MADE

**BURRELLE'S**

4700

.X2000

.a...n

**Which Big Five firm offers you  
a world of opportunity?**



**Partners, Sr. Managers, Managers  
Central Europe**

Deloitte & Touche is dedicated to delivering world-class services in over 100 languages through our Deloitte & Touche Tohmatsu network of over 82,000 people in over 130 countries.

Deloitte & Touche's rapid expansion in our Central European practice has created several unique opportunities for highly talented individuals seeking professional and personal growth by bringing their expertise to the global arena. Our opportunities require Tax, Audit, IT or Consulting experience in the public or consulting environment, along with a desire to help our clients and people excel. English and French, Polish, Czech, Hungarian, or Croatian language skills desired.

For immediate consideration, please contact Carrie Low at (415) 247-4869 to schedule a June interview, or forward your resume to: Deloitte & Touche, JOB# NY699, c/o Tyn 6+1/4, 110 00 Praha 1, Czech Republic. Fax: 011-4202-2489-5600; E-mail: dtresponse@sf.hodes.com (no attachments, please). EOE M/F/H/V

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the answer is

**Deloitte &  
Touche LLP**



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Deloitte & Touche refers to Deloitte & Touche LLP,  
Deloitte & Touche Consulting Group and related entities

## Appendix E

Sample Ernst & Young Display Ad

## PLAIN DEALER

CLEVELAND, OH  
 SUNDAY 534,722  
 MAY 23 1999

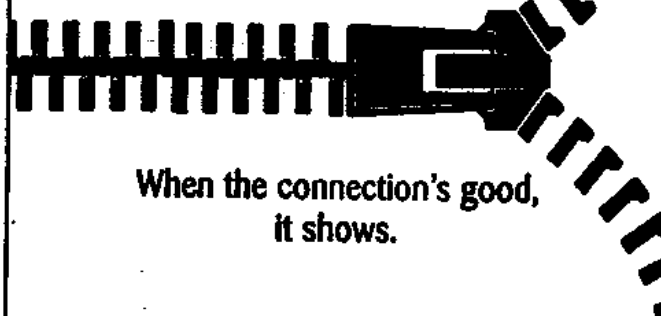
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

**BURRELLE'S**

3800  
 .12000

Z9  
 .A...A

2759BB CLEVELAND LOCATION



When the connection's good,  
 it shows.

Together, we can be and do more. Let's connect.

### Manager, Strategic Reporting Systems

Dedicate your talents to delivering Strategic Management Reporting System (SRMS) releases on time and within budget. This will include: gathering requirements and modifications; designing, building and testing releases; and staffing/managing the development team.

Requires full life cycle experience managing systems development projects including success in building forecast/budget/allocation models and working with senior tech management. Must have 3+ years of financial systems and/or reporting experience with expertise in front-end technology; JAVA; on-line analytical processing (OLAP); multi-dimensional analysis tools; Hyperion Essbase; Excel front-end; and JAVA-based web technology. Superior communication skills are essential. Familiarity with finance or accounting functions would be a plus.

Ernst & Young was named one of the 100 Best Companies To Work For in a survey published by FORTUNE® magazine, and offers a dynamic work environment, a competitive salary and a comprehensive benefits package. For immediate consideration, please forward your resume and salary requirements to: Ernst & Young LLP, Dept. 15793, 113 Terrace Hall Avenue, Burlington, MA 01803; Fax Toll Free to: 1-877-4EY-JOBS; or e-mail: dept.15793@ey.com. Visit our Web site at [www.ey.com](http://www.ey.com). Ernst & Young LLP, an equal opportunity employer, values the diversity of our work force and the knowledge of our people.

**ERNST & YOUNG**  
 FROM THOUGHT TO FINISH.™

©1999 Ernst & Young LLP

## Appendix F

## Sample KPMG Display Ad

## NEW YORK TIMES

NEW YORK, NY  
SUNDAY 1,746,700  
MAY 23 1999



BURRELLE'S

4700  
XZ000

.a...n

2759BB International Executive Tax

Career need  
a little jolt?

It's time to get a new start.

At KPMG you can take charge of your own career path, with opportunities for growth that will spark your interest in the New York area. This is your chance to move into the international arena with one of the area's largest and fastest-growing International Executive Services (IES) practices.

#### Staff through Senior Manager Levels

Work with our clients on international expatriate tax planning, expatriate cost minimization and program administration. Project work can include cost minimization studies, product development, assignment cost projections, hypothetical tax and tax equalization calculations and seasonal tax return review.

These positions demands strong analytical and computer skills. If you have solid 1040 skills, we provide the training you need to move into the international arena. Expatriate and foreign national tax experience a plus for all positions.

We offer a comprehensive compensation and benefits package. Interested? For immediate consideration, please forward your resume indicating Code 088AY23NY to KPMG, Attn: C. Maini, 345 Park Avenue, 36th Floor, New York, NY 10154; Fax: (212) 2689; or E-mail: cmaini@kpmg.com. (All resumes must indicate Code.)

No phone calls or agencies please. An equal opportunity employer m/f/d/v.

[www.kpmgcareers.com](http://www.kpmgcareers.com)



It's time for clarity.™

©1999 by KPMG LLP, the U.S. member firm of KPMG International.

## Appendix G

Sample PriceWaterhouseCoopers Display Ad

NEW YORK TIMES

NEW YORK, NY  
SUNDAY 1,746,700  
MAY 23 1999**BURRELLE'S**4700  
XZ9881  
...n

275988

**PRICEWATERHOUSECOOPERS** Join us. Together we can change the world.<sup>SM</sup>**BEFORE WE ASK FOR YOUR RESUME,  
IT'S ONLY FAIR YOU SEE OURS.**

Your career takes flight with our Assurance & Business Services practice. Because if one firm dominates the marketplace, it's PricewaterhouseCoopers. For example, we audit 154 of the Fortune global 500. (The next closest firm audits 87.) Our client roster includes more than one-third (181) of the Financial Times Euro 500. (A statement no competitor can make.) And we audit 36 of the U.S. fortune 100. (The next closest competitor audits 19.) Not only do we offer great numbers; we offer great reasons to join us. You'll receive on-going career training. Project diversity. Customized career planning. A full array of sophisticated technology and 24/7 access to information. And we understand the need for you to maintain a balance between work and personal.

**FINANCIAL SERVICES****MANAGER/SENIOR MANAGER**

The successful candidate will be a team of professionals who deliver quality services and solutions and help implement new national strategies. A successful manager must be adept at adapting a consistent approach to analyzing new business findings. This includes risk assessment, planning, review, feedback, and analytical procedures. Additional responsibilities include functioning as a client advisor, demonstrating industry expertise, leveraging client relationships and managing staff to achieve profit.

The successful candidate will be a team player, with a minimum of seven years of prior public accounting experience on a Big 5 or local CPA firm with a strong focus on corporate global financial. A bachelor's degree, CPA certification, and commitment to continuous learning, quality and productivity are also required.

Please send only resumes and cover letters to: PricewaterhouseCoopers Human Resources, 275 Avenue of the Americas, 20th Floor, New York, NY 10001-2099. Only resumes received by PricewaterhouseCoopers are guaranteed to be an immediate opportunity for employment.

[www.pwcglobal.com](http://www.pwcglobal.com)

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